

MEMORANDUM FOR: Director of Central Intelligence
SUBJECT: CIA-State Officer Exchange Program

1. The PFIAB Human Source Report, as well as a number of your comments, have stressed the need for achieving a better focus in national intelligence objectives through improved coordination and understanding among foreign affairs agencies. An officer exchange program between CIA and the Foreign Service might help meet this need. There may be tactical as well as substantive advantage to CIA's taking the initiative in recommending the beginning of a modest program. 25X1C

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[Redacted] Given this, bureaucratic problems [Redacted] and inherent suspicions might be surmounted, and longer term relationships improved. It is appropriate that we act to try to close the obvious gaps between two leading agencies involved in foreign affairs.

State Dept. review completed

3. Our informal soundings among State officials revealed that many have positive attitudes, and some have reservations on the subject of officer exchange, but a conclusive reading probably cannot be obtained without launching a catalyst or basis for formal responses. Within CIA, there is a willingness to make further efforts to strengthen relationships. Should you decide to take this initiative, DDI positions in OER and OCI, for example, [REDACTED]

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[REDACTED] might lend themselves to such an exchange program.

4. CIA has little to lose by offering to try such a program, while successful exchanges could bring advantages:

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a. [REDACTED] officers would benefit from policy experience on State country desks or substantive functional offices in Washington. If well chosen, they could have an important leavening effect among State colleagues.

b. Competent FSOs with overseas experience could contribute substantially to intelligence collection and analysis processes. Hopefully their experience here could improve their subsequent responsiveness to intelligence needs.

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5. To take and maintain the initiative in such a program, it would be useful to:

a. Send the attached letter to the Deputy Secretary of State, suggesting the idea of such a program, and calling for further discussions to work out details.

b. Identify within CIA a total of 6 to 10 positions at the GS-12 to 15 level that could be filled by Foreign Service Officers with overseas reporting experience. If one wants to attract good candidates, the positions must have real substance to them. DDI might be able to offer 4 to 6 slots, 

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 with availability beginning sometime during the summer months of 1975. A like number of potential CIA candidates for comparable State positions might be tentatively listed.

c. As soon as the first positions in which FSOs can be accepted are identified, CIA should describe them to State and ask for an opportunity to consider FSO candidates. Launching such specific proposals early in the game would assist in avoiding stagnation in State's consideration of the program.

d. In keeping with the foregoing, remain prepared to pursue this "program" on a flexible and ad hoc basis, case by case. Once pairs of positions are identified, it will be easier to perpetuate rotation of incumbents. On the other hand, trying to frame a complete 6-10 position schedule from the start would almost certainly be unwieldy and difficult, and perhaps lead to frustration of the basic idea.

6. We recommend your concurrence in this project.

Samuel V. Wilson
Lieutenant General, USA
D/DCI/IC

Attachment
Letter to Deputy Secretary of State

The Honorable Robert S. Ingersoll
Deputy Secretary of State
Department of State
Washington, D. C.

Dear Mr. Ingersoll:

There have been a number of discussions of ways in which the crucial relationship between the Department of State and the national Intelligence Community might usefully be strengthened in the interest of supporting national policy objectives. One of the possibilities that occurs to me is the creation of a modest program of exchange assignments for selected Foreign Service and CIA officers. Each of our organizations participates in some form of exchange programs. It is high time to have one between us which expands the informal interchange of analysts with INR to include the Foreign Service. Few things could more constructively influence the mutual understanding and appreciation of those who serve national policy in complementary ways.

I have asked my deputy directors to identify six to eight positions in Washington at the GS-12 to 15 level in which Foreign Service Officers with strong field reporting experience might find real challenge and opportunity for contributions to national intelligence

programs. Your officers could be offered a variety of experience that would richen their understanding of how intelligence supports our national policies.

We would hope that State could identify equivalent substantive positions which would normally be occupied by Foreign Service Officers, to which CIA personnel could be assigned. We would want our people to work as would any normal FSO in geographic or functional offices with a heavy policy content.

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the exchange project, each of us will be offering positions already carried within our respective tables of organization. I do not see any unsurmountable problems in establishing a modest program, but I do perceive substantial benefits to our mutual interests.

We are prepared to explore the idea of such a program with State, with a view to having the first few officers in their new positions sometime next summer. Please let me have your thoughts on this possibility at an early time.

Sincerely,

W. E. Colby

*D/PR
Dept. of State*

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2 December 1974

MEMORANDUM FOR:

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SUBJECT : Proposed CIA-State Department Officer Exchange Program

We have only one comment to offer on the proposal for an exchange program which you transmitted on 26 November 1974. Some FSOs might prefer working on major substantive projects rather than on one or another form of current intelligence. If so, OPR would be able to participate. Beyond that, we think the proposal is a sound one and endorse it.

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Deputy Director, Political Research

MEMORANDUM FOR: Director, OPR

SUBJECT: Proposed CIA-State Department Officer
Exchange Program

Would like your comments by Monday, 2 December on the attached proposal of the IC Staff to establish a program for exchanging State and CIA officers. Include in your response an identification of your officers currently on detail to State, and vice versa.

STATINTL

26 November 1974
(DATE)
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